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planning, cost-finding, standards and standardization, scientific management, wage systems, time and motion studies, welfare work, employment problems, and reports to executives. The treatment is distinctly elementary, but it is clear, brief, rich in concrete illustrative material, and it gets down to fundamentals.

In common with other books on the subject, this work confines itself almost exclusively to the inanimate problems of management, to the organization and control of operations, at the expense of adequate discussion of the problems of handling men. The chapter on employment problems is too trite to be instructive; the chapter on welfare work is hardly more than an enumeration of the varieties of welfare activities. The book contains not even an adequate elementary account of employment problems and methods, medical inspection and supervision of employees or instruction of new employees, the problems of fatigue, transfer and promotion systems, methods of handling grievances, or the essentials of a labor policy with a discussion of the organization for carrying it into effect. The reader is left totally ignorant of the tendency to concentrate matters of labor policy—employment, wages, promotions, grievances, discharges—in the hands of labor supervisors, whose gradually increasing authority bids fair to make them subordinate only to the works-manager.

The chapters on cost-finding omit reference to the important recent discussions of the expense problem, particularly the difficulties involved in the dependence, under prevailing cost systems, of unit costs on volume of production.

Within its limited field, however, the book contains a remarkable amount of elementary information admirably presented.

Slavery in Germanic Society during the Middle Ages. By AGNES MATHILDE WERGELAND. Chicago: The University of Chicago Press, 1916. 12mo, pp. xvi+158. \$1.00.

This is a reprint, in book form, of an essay which appeared originally in the *Journal of Political Economy* fifteen years ago. It brings out clearly the fact that slavery during mediaeval times was not a sort of serfdom, as is often assumed, but was a distinct institution. It shows that actual slavery, in its most absolute form, had a well-defined place in early Germanic economic society, and that it was sufficiently crystallized to have the sanction of quite a body of laws.

The historical development of slavery in general is dealt with, and the means are shown by which the status of slavery is brought about. Following this as introductory matter, come the three main considerations of the work: the condition of the slave in his state of permanent reduction; the forces which brought about amelioration of his condition in Europe as the forces of the modern era made themselves felt; and the steps by which he finally became a freeman.